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ABSTRACT

This document sets forth the minimum criteria and procedures required for tenure and promotion of academic librarians at Bradley University (Illinois). It is closely related to the university's faculty handbook. All members of the library faculty are expected to contribute to the total spectra of teaching-librarianship, research-creativity, and service, as outlined in the faculty handbook. A candidate for tenure must have realized substantial achievement in librarianship and some achievement in the areas of scholarship and service. Procedures are also defined for faculty evaluation and promotion, with specific guidelines for professorial ranks. The packet to be submitted for tenure or promotion is outlined, and appeal procedures are described. (SLD)

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Guidelines for Promotion and Tenure for Library Faculty

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GUIDELINES FOR PROMOTION AND TENURE FOR LIBRARY FACULTY

As the primary means through which students and faculty gain access to the storehouse of recorded information, the Library performs a unique and indispensable function in the educational process. Central to the performance of this function are the librarians who determine not only the nature of the information resources available to the academic community but also the manner in which those resources are accessed. Their contribution is primarily intellectual in nature, the product of considerable formal education including professional training at the graduate level, and essential to the quality of teaching and research.

In the "Joint Statement on Faculty Status of College and University Librarians," developed by the Association of College and Research Libraries (ACRL), the Association of American Colleges (AAC), and the American Association of University Professors (AAUP), the following support for the faculty status of academic librarians is presented:

> "...This function will grow in importance as students assume greater responsibility for their own intellectual and social development. Indeed all members of the academic community are likely to become increasingly dependent on skilled professional guidance in the acquisition and use of library resources as the forms and numbers of these resources multiply, scholarly materials appear in more languages, bibliographical systems become more complicated, and library technology grows increasingly sophisticated. The librarian who provides such guidance plays a major role in the learning process...
>
> Librarians perform a teaching and research role inasmuch as they instruct students formally and informally and advise and assist faculty in their scholarly pursuits. Librarians are also themselves involved in the research function; many conduct research in their own professional interests and in the discharge of their duties.
>
> Where the role of the college and university librarians, as described in the preceding paragraph, requires them to function essentially as part of the faculty, this functional identity should be recognized by granting of faculty status. Neither administrative responsibilities nor professional degrees, titles, or skills, per se, qualify members of the academic community for faculty status. The <u>function</u> of the librarian as participant in the processes of teaching and research is the essential criterion of faculty status. College and university librarians share the professional concerns of faculty members. Academic freedom, for example, is indispensable to librarians, because they are trustees of knowledge, with the responsibility of insuring the availability of information and ideas, no matter how controversial,

> so that teachers may freely teach and students may freely learn. Moreover, as members of the academic community, librarians should have latitude in the exercise of their professional judgment within the library, a share in shaping policy within the institution, and adequate opportunities for professional development and appropriate reward..."

Librarians must, therefore, be recognized as equal partners in the academic enterprise, and they must be extended the rights and privileges which are not only commensurate with their contributions, but are necessary if they are to carry out their responsibilities.

The following statement on the terminal professional degree for academic librarians was approved as policy by the Board of Directors of the Association of College and Research Libraries on January 23, 1975, and is accepted as the policy of the Cullom-Davis Library:

> "The master's degree in library science from a library school accredited by the American Library Association is the appropriate terminal professional degree for academic librarians."

This document sets forth minimum criteria and procedures for tenure and promotion. The criteria discussed in this document are meant to augment and elaborate on those stated in the Faculty Handbook. To aid in understanding how this document and the Faculty Handbook interact, the Faculty Handbook statements are included in italics.

Tenure

Tenure and Promotion Decisions at Bradley

Tenure

The probationary period provides a period during which a department or division reviews the performance of a faculty member in terms of its established criteria. When a faculty member is appointed to a tenure-track position, the department or division judges this individual to possess the potential to attain tenure and promotion. Each year through the annual review process, the department or division assesses the faculty member's progress toward achieving this goal. The annual review provides a formal statement regarding the faculty member's professional performance. Accordingly, these evaluations shall be discussed in a timely manner with each faculty member. Therefore, all faculty know on a yearly basis whether they are making progress toward tenure. Each positive annual review strengthens the presumption that this faculty member will be granted tenure.

The probationary period is seven years. During a faculty member's sixth year, the Department makes a decision on tenure.

The criteria used to evaluate the faculty member are:
1) A record of successful teaching in the fields for which he or she was appointed
2) A record of achievement in research and/or creative production with the promise of comparable academic performance and professional growth in the future
3) A record of satisfactory participation in professional service

Each faculty member shall attain at least satisfactory performance in teaching effectiveness, research and/or creative production, and professional service, and contribute in a meaningful way to the University, the College and the department/division of which she or he is a member.

III-d. Criteria for Tenure

Rules and procedures on probationary periods and annual contract renewal are set out above (see Section 2-b) Annual faculty evaluations provide an important basis for the decision on tenure. Procedures and criteria for faculty evaluations have been described above. (See Section c.)

The criteria used to evaluate the professional faculty member for tenure are:

1) A record of successful teaching in the fields for which he or she was appointed.

2) A record of achievement in research and/or creative production with the promise of comparable academic performance and professional growth in the future.

3) A record of satisfactory participation in professional service.

Each faculty member shall attain at least satisfactory performance in teaching effectiveness, research and/or creative production, and professional service and contribute in a meaningful way to the University, the College and department/division in which she or he is a member.

Granting of tenure to an individual is a long term commitment to that individual and should only be made after a very careful assessment of the individual's librarianship, scholarly and service contributions, and his/her projected future contributions to the Library.

All members of the Library faculty are expected to contribute to the total spectrum of teaching/librarianship, research/creativity, and service as outlined in the Faculty Handbook. In those instances where a librarian has joined the faculty immediately following the completion of his/her education, it is expected that the primary focus of activities will be on librarianship. Since teaching is the primary mission at Bradley it is imperative that the faculty member be a good teacher/librarian, and this will be a requirement for the granting of tenure.

A candidate for tenure must have realized substantial achievement in librarianship and also some achievement in the areas of scholarship and service. Paramount importance is always given to effective performance of one's duties as a librarian. Tenure shall be granted to those faculty members whose professional characteristics indicate they will continue to serve with distinction in their appointed roles. Tenure considerations must take into account the mission of the particular unit and the individual librarian's contribution to that particular unit. A candidate for tenure should excel in performance and exhibit at least satisfactory performance in professional development, research and creative achievement and in professional service.

a. The basic document that will be used for all tenure deliberations is the Faculty Activities Report.

b. An individual appointed as a librarian for full-time service shall be considered for library tenure after a probationary period of not more than 7 years. During the period of probationary appointment the librarian shall receive an annual review of professional performance. This evaluation serves to permit careful deliberation about the faculty member's qualifications, achievement, and performance in relation to stated missions, purposes, and needs of the Library and the University.

c. The process of implementation shall follow the procedures outlined in the Faculty Handbook.

Teaching and Library Effectiveness. A member of the Library Faculty must be, first and foremost, an effective librarian in the position he/she fills on the library staff. Library functions which relate to academic instruction and which promote library effectiveness include:

a. Reference and research assistance to the University Faculty and students.

b. Coordination of collection development.

c. The provision of bibliographic organization and control over the Library's collections.

d. Instruction in the use of the Library and its resources.

e. Development of liaison services and relationships.

f. Provision of leadership and management in planning and implementing library services, operations and budgets.

Research and/or Creative Production. While the Library Faculty member's principal responsibility is effective librarianship, as noted above, he/she is also expected to be involved in formal activities of research or creative achievement. These activities might include:

a. Professional growth through additional formal or continuing education.

b. The development of innovative approaches to problem solving in specific areas of librarianship which will further enhance professional techniques and services.

c. The compilation of significant bibliographies, indexes, special catalogs, guide books, inventories, calendars, etc., whether for internal or external use.

d. The design and production of instructional materials on the use of the Library and its resources.

e. The publication of scholarly books and/or articles in professional and scholarly journals.

f. The preparation of substantial internal and external reports involving research or the application of the librarian's professional abilities.

g. The presentation of papers or lectures at conferences.

Professional Service. A member of the Library Faculty is expected to assume service obligations. Evidence of such service might include:

a. Active participation on Library Faculty committees, University committees, sponsorship of student activities, etc.

b. Presentations to classes, groups, organizations, etc., or participation in a specialized professional capacity in programs sponsored by student, faculty, or community groups, beyond the faculty member's primary area of responsibility.

c. Membership in professional organizations, attendance at professional meetings, conventions, conferences, workshops, institutes, etc., and/or active participation therein.

d. Community service in organizations outside the University and/or outside the profession which enhances the image of the University.

e. Professional consulting activities.

f. Participation in University governance, administration, and/or public relations.

<u>*Procedures of Faculty Evaluation*</u>

The annual activity report completed by Bradley faculty members serves as the instrument by which they inform the department/division, the college, and the University of their teaching, research and/or creative production, and service activities. It is the function of the chairperson/director to formally inform faculty members on the adequacy of their performance in meeting the evaluation criteria. Provided annually, this information shall include written comments on faculty members' professional performance. In this manner, a faculty member shall know on a yearly basis whether she or he is making satisfactory progress toward tenure and promotion.

Colleges may choose to use annual professional plans (on goal setting and review) or other such instruments to supplement the annual faculty activity report.

The faculty of each College and department/division shall develop a document stating guidelines for applying the University criteria in accordance with the highest standards appropriate to each discipline and the special circumstances of the college and department/division. These shall be

subject to approval by the Dean and the Provost, who review all tenure and promotion recommendations. Equally important, the tenure and promotion criteria statements of colleges and departments/divisions shall be consistent with both the intent and the application of University criteria.

The annual review for renewal of contract will be utilized to give the faculty member feedback on progress toward tenure. The normal period for tenure is seven years, as indicated in the Faculty Handbook. Under special circumstances a faculty member may be hired with credit given for experience at other institutions. The final decision to grant tenure will be made by the President. The tenure proposal will be sent to the Provost with the accompanying documents, including a vote of the tenured faculty within the Library (through the Tenure Review Committee procedures), the recommendation of the Library Director, and the recommendation of the Associate Provost for Information Technologies and Resources.

Both renewal and tenure decisions regarding any individual faculty member must be made in context with the current circumstances within the Library and the present and probable budget support for the Library.

Because of the long-term impact of the tenure decision, faculty and administration should exercise great care and be allowed great latitude in tenure deliberations. These deliberations should be limited only by the observance of academic freedom and non-discrimination on the basis of race, creed, religion, sex, physical disability or national origin.

PROMOTION

Rank and Promotion

Rank serves a different function than tenure. Tenure is a decision involving a long-term commitment to a faculty member. Rank, on the other hand, delineates benchmarks on a career path. All faculty should continue to grow, progress, and develop along a professional path. When certain critical stages are reached, rank is conferred.

III-e. Criteria for Academic Appointment and Promotion for Tenure-Track Positions

1) While the tenure decision involves a long-term commitment to a faculty member, rank delineates benchmarks on a career path.

2) Appointment and Promotion

Promotion shall be based upon the faculty member's high standards of performance and contributions in all areas of faculty activities: librarianship, teaching, research or creative achievement, professional and University service. The basic quality which must be evident is the ability to perform at a high professional level in areas which contribute to the achievement of the goals of the University Library and to the educational, research and service mission of the University. The same criteria utilized in tenure considerations will be followed in the evaluations for promotion in rank.

a. The basic document that will be used for promotion deliberations is the Faculty Activities Report.

b. Determination of the adequacy and excellence of professional service and performance and of University service will be made by annual evaluations.

c. The process of implementation shall follow the procedures outlined in the Faculty Handbook.

Assistant Professor. A person appointed or promoted to the rank of Assistant Professor shall be judged to possess the capacity to become a successful teacher, to develop and exhibit the potential to conduct publishable research and/or outside professionally peer reviewed creative production, to show willingness to participate in service, and to develop and display a commitment to professional development in the above three areas. An Assistant Professor shall have an earned doctorate or other appropriate terminal degree or evidence of progress toward a terminal degree.

An Assistant Professor shall successfully progress in developing courses and pedagogy, as well as in undertaking a program of research and/or creative production. Assistant Professors shall also contribute to professional service. However, service expectations are of a lower relative priority, especially during the early years of a career.

IIIe.a Assistant Professor. A person appointed or promoted to the rank of Assistant Professor shall be judged to possess the capacity:

1) *To become a successful teacher*
2) *To develop and exhibit potential to conduct publishable research and/or outside professionally peer reviewed creative production*
3) *To show willingness to participate in service*
4) *To demonstrate commitment to professional development in the above three areas*

An Assistant Professor shall have an earned doctorate or other appropriate terminal degree or evidence of progress toward a terminal degree.

For promotion in rank to Assistant Professor:

Teaching and Library effectiveness:

* Demonstrated[1] effectiveness in reference and research assistance to students and faculty
* Demonstrated[1] ability to develop effective liaison programs with assigned academic departments
* Demonstrated[1] effectiveness in assigned functional areas
* Demonstrated[1] effectiveness in library instruction

Research and/or creative production:

* Publications within the Library or University[2]
  Examples: Access guides, articles in Information Quarterly, bibliographies, materials for inclusion in student telecommunications guide, Residence Halls of the Future, etc.
* Development and presentation of information literacy workshops, including worksheets, handouts, etc.[2]
* Participation in continuing education opportunities, programs, conferences, or workshops[2]

Professional service:

* Participation in professional association(s)
* Participation in community service activities
* Leadership of Library committee(s)
* Active participation on additional Library committees

[1] Effectiveness and ability to be determined by peer review, supplemented by faculty and/or student comments.

[2] Value and appropriateness of publications, information literacy programming, and continuing education experiences to be determined by peer review.

Associate Professor. To be appointed or promoted to the rank of Associate Professor, a faculty member shall have demonstrated a record of professional achievement. This record should include successful teaching performance, published research and/or outside professionally peer reviewed creative production. This faculty member shall also participate actively in professional service. The minimum time of completion in the rank of Assistant Professor is five years, except for rare and extraordinary cases. An Associate Professor shall have an earned doctorate or other terminal degree appropriate to the faculty member's teaching field.

IIIe.b Associate Professor. To be appointed or promoted to the rank of Associate Professor a faculty member shall have

demonstrated substantial professional achievement by establishing:

1) *A record of successful teaching*
2) *A record of published research and/or outside professionally peer reviewed creative production*
3) *A record of active participation in professional service*
4) *A record of sustained commitment to professional development in the above three areas*

The minimum time of completion in the previous rank shall be five years, except for rare and extraordinary cases. An Associate Professor shall have an earned doctorate or other terminal degree appropriate to the faculty member's teaching field.

For promotion in rank to Associate Professor:

Teaching and Library effectiveness:

* Demonstrated[1] effectiveness in management of assigned functional areas, including personnel, operations, and fiscal management
* Demonstrated[1] leadership in reference and research assistance to students and faculty
* Demonstrated[1] leadership in promoting and supporting liaison relationships with assigned academic departments

Research and/or creative production:

* Publications beyond the Library and University
  Examples: Articles in local or regional newsletters, book reviews or bibliographies in regional or national publications, publications in conference proceedings, publications in electronic and other media, etc.
* Presentations at conferences or workshops beyond the University
* Publications within the Library or University[2]
  Examples: Access guides, articles in Information Quarterly, bibliographies, materials for inclusion in student telecommunications guide, Residence Halls of the Future, annual and other reports, etc.
* Development and presentation of information literacy workshops, including worksheets, handouts, etc.[2]
* Participation in continuing education opportunities, programs, conferences, or workshops[2]

Professional service:

* Leadership of Library committees
* Active participation on Library or University committees
* Active participation in regional library groups, activities, or programs

* Participation in professional associations

[1] Effectiveness and ability to be determined by peer review, supplemented by faculty and/or student comments.

[2] Value and appropriateness of publications, information literacy programming, and continuing education experiences to be determined by peer review.

Professor. To be appointed or promoted to the rank of Professor, a faculty member shall have achieved an academic career earning recognition from colleagues at Bradley, as well as from peers outside the University. To qualify for Professor, the faculty member shall manifest a deep-seated and on-going commitment to a discipline, to teaching, to research and/or creative production, professional service, and to professional development.

Such a commitment shall be demonstrated in several ways. This individual shall have reached a highly successful level of teaching performance. The courses that the faculty member teaches shall have taken on the marks of his or her scholarship, innovation, and experience. The research and/or creative production of this faculty member shall have progressed to the point where she or he has achieved significant accomplishments. In addition, the faculty member shall also have developed a well-formulated self-sustaining program of research and/or creative production with both immediate and long term objectives. As a senior faculty member, this individual shall have recognized and accepted responsibility as a member of the academic community by contributing his or her talents, leadership, and expertise to the needs of department, college, university and community. In sum, the faculty member shall have attained a level of distinction that compares favorably with Professors in similar institutions.

Finally, the faculty member shall have served a minimum of five years in the previous rank before qualifying for promotion to professor. However, it is the fulfillment of the above standards that qualifies one for promotion, not merely the completion of this minimum period. A Professor shall have an earned doctorate or other terminal degree appropriate to the faculty member's teaching field.

IIIe.c. Professor To be appointed or promoted to the rank of Professor a faculty member shall have manifested a deep-seated and on-going commitment to a discipline, to teaching, to research and/or creative production, and to professional service.

Specifically, this faulty member shall have:

1) *Reached a highly successful level of teaching performance*

2) *Progressed with published research and/or outside professionally peer reviewed creative production to the point of recognized accomplishments in one's field. In addition, a faculty member shall have developed a well-formulated, self-sustaining program of research and/or creative production with both immediate and long-term objectives*

3) *Accepted responsibility as a member of the academic community by contributing her or his talents, leadership, and expertise to the needs of the department, college, University, community, and profession*

4) *Earned recognition from colleagues at Bradley, and from peers outside the University*

5) *Attained a level of distinction that compares favorably with professors in similar institutions*

6) *sustained and extended a commitment to professional development in the areas of teaching effectiveness and/or creative production, and professional service*

For promotion in rank to Professor:

Teaching and Library effectiveness:

* Demonstrated leadership in management of assigned functional areas, including personnel, operations, and fiscal management
* Demonstrated leadership in strategic planning and development of innovative approaches to problem solving and program development

Research and/or creative production:

* Publications in nationally recognized sources
  Examples: Chapters in books, detailed publications in conference proceedings, editorial direction of publications, nationally published bibliographies, articles in national journals, etc.
* Additional regional and University publications
* Presentations at major regional or national conferences, workshops, or programs
* Participation in continuing education opportunities, programs, conferences, or workshops

Professional service:

* Leadership of University committees
* Active participation in University governance
* Leadership on regional or national library groups, activities, or programs

III c. Faculty Evaluations

Criteria for evaluating faculty performance derive from the missions and goals of the University, the colleges, and the departments/divisions. At Bradley, the three areas of professional faculty performance are teaching effectiveness, research and/or creative production, and professional services. Among the three areas, the highest priority is excellent teaching. Toward this end, faculty shall engage in the study and preparation necessary to demonstrate successful teaching. Teaching is complemented and enhanced by research and/or creative production. Accordingly, faculty shall engage in an active professional program that leads to publication and/or creative production. Finally, as members of the university community, faculty shall engage in service to the profession.

While each faculty member should seek to excel in the above three areas, all faculty must demonstrate at least satisfactory performance in these areas of responsibility. On a year to year basis, a faculty member's commitment to each of the above areas may vary considerably, depending on the individual's own interests and the University's needs.

The member of the faculty being considered for tenure or promotion must document every year his or her contributions/achievements in accordance with the criteria developed by the Library, and review the contributions/ achievements with the Library Director during the annual evaluations. The burden of proof of the contributions/ achievements rests on the faculty member. The decision to continue a contract from year to year for faculty on probationary appointment must be made by the Library Director in consultation with the tenured faculty.

III c.1 Teaching effectiveness

a) Successful teaching performance in the classroom, lab, studio, or other instructional sites

b) Regular and substantial investment of time in study to enhance one's knowledge of the field(s) taught

c) Conscientious preparation for instruction

d) Currency and innovation in pedagogy, course development, and course revision

e) Helpfulness and accessibility to students, both in and outside the classroom, such as in reviewing, counseling, or advising

f) Adequacy of instructional materials and their use

g) Critical self-evaluation

Library effectiveness

Within the Library, "teaching effectiveness" is interpreted to mean "library effectiveness." The following items must be taken into account when considering tenure or promotion:

a. Reference and research assistance to the University Faculty and students.

b. Coordination of collection development.

c. The provision of bibliographic organization and control over the Library's collections.

d. Instruction in the use of the Library and its resources.

e. Development of liaison services and relationships.

f. Provision of leadership and management in planning and implementing library budgets, operations and services.

IIIc.2 Research and/or Creative Production

a) Active engagement in professional development activities. These activities represent study or practice that facilitates intellectual and professional growth, and teaching excellence.

b) Research and/or creative production that contributes to one's profession. Outside professional peer review of these productions is essential. However, the specific form of peer review will depend upon the standards of the discipline involved.

c) Consulting, performing, or other professional activities that advance knowledge and/or entail creative work for a faculty member

d) Recognition in field of endeavor from colleagues at Bradley and from peers outside the University

Library research and/or creative production

Within the Library, the following must be taken into account when considering tenure and promotion:

a. Professional growth through additional formal or continuing education.

b. The development of innovative approaches to problem-solving in specific areas of librarianship which will further enhance professional techniques and services.

c. The compilation of significant bibliographies, indexes, special catalogs, guide books, inventories, calendars, etc., whether for internal or external use.

d. The design and production of instructional media on the use of the Library and its resources.

e. The publication of scholarly books and/or articles in professional and scholarly journals.

f. The preparation of substantial internal and external reports involving research or the application of the librarian's professional abilities.

g. The presentation of papers or lectures at conferences.

Publications in journals, monographs, or collections with a referee or editorial review process will receive stronger weighting than publications in conference proceedings, and substantially more weight than publications issued within the Library or University.

IIIc.3 Professional Service

a) Participation in the committee structure and governing process of the University

b) Participation in community, regional, and national activities

c) Service to one's profession

Library service

Within the Library, the following must be taken into account when considering tenure and promotion decisions:

a. Active participation on Library Faculty committees, University committees, sponsorship of student activities, etc.

b. Presentations to classes, groups, organizations, etc., or participation in a specialized professional capacity in programs sponsored by student, faculty, or community groups, beyond the faculty member's primary area of responsibility.

c. Membership in professional organizations, attendance at professional meetings, conventions, conferences, workshops, institutes, etc., and/or active participation therein.

d. Community service in organizations outside the University and/or outside the profession which enhances the image of the University.

e. Professional consulting activities.

f. Participation in University governance, administration, and/or public relations.

PROCEDURES

III C. The faculty of each college and department/ division shall develop a document stating guidelines for applying the University criteria in accordance with the highest standards appropriate to each discipline and the special circumstances of the college and department/division. Guidelines developed by the colleges and department/divisions must be approved by the Dean and Provost.

Specific procedures exist for evaluating how well faculty members fulfill these criteria. Each year department chairpersons, division directors, and deans shall provide written evaluations of each faculty member under their jurisdiction, and provide a copy of each evaluation to the faculty member. (See especially Section B-2-b3, above.) Department chairs, division directors and deans shall avail themselves of all means at their disposal -- which may include the annual faculty activity report, faculty consultation, student evaluation, and other formal student input in making such evaluations.

Each faculty member shall receive a formal statement from the chairperson/director on the adequacy of his or her performance in meeting the evaluation criteria of the department/division, college, and university. Provided annually, this formal statement assesses the effectiveness of the faculty member's teaching, research and/or creative production, and professional services. These evaluations

shall be promptly discussed with each faculty member being evaluated. In this manner, each faculty member shall be informed on a yearly basis whether she or he is making satisfactory progress toward tenure and promotion. Before the evaluation is placed in the faculty member's permanent file or forwarded to higher levels, the faculty member shall be given ample opportunity to append comments or rebuttal to the evaluation report. The department chairperson or division director shall then discuss each evaluation in detail with the dean. In the event a substantive change is made in an evaluation at any point subsequent to the department/division level, the faculty member shall be provided a copy of the revised evaluation and will be given an opportunity to respond in writing.

The results of these conferences, together with other information, form the basis for recommendations for individual salary increments, annual contract renewal, tenure, and promotion. The faculty member dissatisfied with his or her annual evaluation should consult this Handbook for the appropriate faculty appeals committee. (See Section III D.)

IMPLEMENTATION OF PROMOTION AND TENURE FOR LIBRARY FACULTY

Implementation of tenure criteria:

1. The procedures outlined in the Faculty Handbook will apply.

2. Library faculty will be evaluated on how well they fulfill the specific criteria in this document ("Promotion & Tenure for Library Faculty").

3. Progress toward tenure will be evaluated on an annual basis and reported to the faculty member by the Library Director. The Director shall avail him/herself of all the means at his/her disposal in making his/her evaluation. These means may include:

* Annual faculty activity report
* Progress toward accomplishment of stated annual and long-range goals and objectives
* Regular formal or informal reports of activities
* Documents developed, such as information literacy materials, reports, bibliographies, etc.
* Published documents
* Consultation with and recommendation by the tenured Library faculty

4. A regular process of consultation with and recommendation by the tenured faculty will include the following:

* A "Tenure Review Committee," composed of all tenured members of the Library faculty except the Library Director, will meet annually in early November to evaluate each member of the non-tenured Library faculty.^
* The Tenure Review Committee will review the Faculty Activity Reports and any other documents presented by the non-tenured faculty, and will also evaluate the contribution of each non-tenured faculty member within the framework of the document "Promotion & Tenure for Library Faculty," and in accordance with the Faculty Handbook.
* The Tenure Review Committee will make a formal recommendation to the Library Director regarding the retention or release of each non-tenured faculty member. This recommendation will include a detailed statement of why the faculty member is or is not making satisfactory progress toward tenure, and will include specific actions that may be taken or goals to be accomplished to improve performance to achieve satisfactory progress toward tenure.

^If there are not at least two tenured faculty members, the Tenure Review Committee process will be replaced by informal consultation.

5. Each non-tenured member of the Library faculty shall receive a formal statement from the Library Director on the adequacy of his or her performance in meeting the evaluation criteria of the Library and University, in accordance with the Faculty Handbook.

Implementation of promotion criteria:

1. The procedures outlined in the Faculty Handbook will apply.

2. Library faculty will be evaluated on how well they fulfill the specific criteria in this document ("Promotion & Tenure for Library Faculty").

3. Library faculty in each rank will participate in a regular process of consultation and recommendation for promotion in rank. The process will include the following:

* A "Promotion Review Committee," composed of all members of the Library faculty (except the Library Director) in the rank to which promotion is being sought, will meet as needed in early November to evaluate each applicant for promotion in rank.*
* The Promotion Review Committee will review any documents presented by the candidate(s), and will also evaluate the contribution of each applicant

faculty member within the framework of the document "Promotion and Tenure for Library Faculty."

* The Promotion Review Committee will make a formal recommendation to the Library Director regarding the promotion of each applicant faculty member. This recommendation will include a detailed statement of why the faculty member is or is not recommended for promotion, and will include specific actions that may be taken or goals to be accomplished to improve performance to achieve a recommendation for promotion in rank.

*If there are not at least two faculty members in the rank to which promotion is being sought, the Promotion Review Committee process will be replaced by informal consultation.

4. Each applicant for promotion in rank shall receive a formal statement from the Library Director on the adequacy of his or her performance in meeting the promotion criteria of the Library and University, in accordance with the Faculty Handbook.

Appeal

Any member of the Library faculty may appeal an adverse decision at any level by following the appeal process as outlined in Section III of the Faculty Handbook.

Evaluation and Goals and Objectives

Documentation of activities and accomplishments is the responsibility of the faculty member. Each faculty member shall prepare and maintain both annual and five-year goals and objectives. These goals and objectives will be approved by the Library Director. The approved goals and objectives should lead to reasonable congruence between the faculty member's activities and the Library goals. Since these goals and objectives will become the basis of the next annual evaluation, there should be a clear understanding of the goals and objectives and the relative weights of the activities proposed in the goals and objectives. In addition, each faculty member will submit a faculty activity report, as outlined in the Faculty Handbook. The goals and objectives statements, together with the activity reports, are an important part of the information used by the Library Director in the annual faculty performance evaluation. It is the Library Director's responsibility to evaluate each faculty member's performance in library effectiveness, research and/or creative production, and service, and to relate these evaluations to the immediate and long-term goals of the Library. The Library Director's assessment will also indicate whether the faculty member is making satisfactory progress toward tenure.

The packet submitted for tenure or promotion should include:

1. Cover sheet
2. Vita
3. Information relating to library effectiveness
4. Information relating to research and/or creative production
5. Information relating to professional and/or community service
6. Additional information that the applicant may wish to provide, including items such as:
    * Recommendations from faculty in liaison departments
    * Student evaluation, comments, or recommendations
    * Recommendations from professional colleagues outside Bradley
    * Sample publications
    * Other items as appropriate